

## Message Text

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ACTION MMO-04

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FM AMEMBASSY MONROVIA

TO SECSTATE WASHDC PRIORITY 0174

UNCLAS MONROVIA 3340

EO 11652: N/A

TAGS: BEXP, AMGT, APER, LI

SUBJ: REPROGRAMMING OF E/C POSITIONS - MONROVIA

REF: STATE 101921

1. SUMMARY: IN REVIEWING E/C STAFFING MONROVIA REQUESTED REFTEL, EMBASSY STRONGLY FEELS NO RPT NO REDUCTION POSSIBLE. EMBASSY BELIEVES THAT TRADE PROMOTIONAL ACTIVITIES MUST BE INCREASED BY ESTABLISHING ADDITIONAL FSO COMMERCIAL POSITION (POSSIBLY A JUNIOR FSO) WHICH WOULD HAVE THE ADDITIONAL BENEFIT OF MORE EFFICIENT UTILIZATION OF SECTION MANPOWER. CURRENTLY TIME AVAILABLE TO TWO FSO'S IN SECTION INADEQUATE FOR THE ACTIVE TRADE PROMOTION REQUIRED FOR EFFICIENT MARKET PENETRATION. WHILE ROUTINE REPORTING SCHEDULES ARE BEING MET, AND TRADE OPPORTUNITY REPORTING HAS EXPANDED, MARKETING POTENTIAL HAS NOT NEARLY BEEN REACHED AND COMMERCIAL ACTIVITY IS EXPECTED TO CONTINUE TO EXPAND. END SUMMARY.

2. PRESENTLY ONE AMERICAN COMMERCIAL OFFICER (O-5), WITH ONE FSL ASSISTANT AND ONE FSL SECRETARY, HAS PRIMARY RESPONSIBILITY FOR TRADE PROMOTION AND OTHER COMMERCIAL FUNCTIONS. FSL COMMERCIAL ASSISTANT WAS PROMOTED LAST YEAR FROM SECRETARY POSITION, AND HAS ASSUMED MUCH OF REQUIRED COMMERCIAL REPORTING WORKLOAD (SUCH AS REQUESTED WTDR'S, TRADE COMPLAINTS AND ADS'S), AND SECTION IS ABLE TO MEET DEADLINES ON THESE. THE POST'S SUBMISSION OF VOLUNTARY WTDR'S IS ALSO INCREASING (BUT STILL NOT TO THE POINT WHERE THE FILES ARE SATISFACTORILY CURRENT), AND THE FSL CA IS

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BEGINNING TO IDENTIFY WORTHWHILE PTO'S FOR REPORTING AND INC-

REASING VOLUME OF SCHEDULED AND WALK-IN TRADE INQUIRIES AND ASSISTANCE TO TRAVELING BUSINESSMEN EFFECTIVELY TIES COMMERCIAL STAFF TO OFFICE MUCH OF TIME.

3. EMBASSY NOTES THAT TRADE OPPROTUNITY REPORTING HAS INCREASED SHARPLY IN PAST FEW YEARS. MONROVIA SUBMITTED 26 PTO'S IN FY-74, 63 IN FY-75 AND 97 THUS FAR THIS YEAR. THIS UNQUESTIONABLY MERELY TIP OF AVAILABLE ICEBERT, AND DEFINITELY RELATED TO PROMOTIONAL ACTIVITIES OF COMMERCIAL OFFICER. IN EXAMINING PTO SUBMISSION PATTERN, CLEAR PATTERN EMERGES. OF 97 PTO'S SUBMITTED THIS FISCAL YEAR, 70 WERE SUBMITTED DURING PERIOD JULY THROUGH OCTOBER. DURING PERIOD NOVEMBER TO PRESENT COMMERCIAL OFFICER WAS OUT OF COUNTRY FOR TOTAL OF APPROX EIGHT WEEKS, AND WHEN IN COUNTRY STEADILY AND HEAVILY OCCUPIED IN ORGANIZING AND WORKING ON MAJOR EVENTS AND NECESSARY CATCH UP. THUS TIME THUS TIME AVAILABLE FOR ACTIVE TRADE PROMOTION OUT OF OFFICE AS LIMITED AND IDENTIFICATION AND REPORTING OF TRADE OPPORTUNITIES DECREASED.

4. CLEARLY THE SITUATION IN FIRST PART OF 1976 HAS BEEN UNUSUAL AT POST, BUT EVEN IN NORMAL TIMES TIME/MANPOWER AVAIL- ABLE FOR ACTIVE TRADE PROMOTION BY AMERICAN PERSONNEL IS LIMITED. IN RECENT EXERCISE TO IDENTIFY MANPOWER USE IN E/C SECTION, POST ESTIMATED THAT A TOTAL.65 (POINT SIX FIVE) MAN YEARS DEVOTED TO PROMOTION OF AMERICAN TRADE AND INVESTMENT IN LIBERIA (THIS FIGURE INCLUDES TIME OF E/C COUNSELOR AND AMERICAN SECRETARY AS WELL AS COMMERCIAL OFFICER SPENT IN THIS ACTIVITY). THIS CERTAINLY NOT ENOUGH AND EFFORTS, WHILE PRODUCTIVE AND EXPAND- ING, ARE INADEQUATE AND LARGELY REACTIVE. OFFICER PRIMARILY TASKED WITH COMMERCIAL WORK ALSO COVERS CIVIL AVIATION (IN- REASINGLY TIME-CONSUMING), OMEGA LIAISON, PUBLICATION AND MAP PROCUREMENT AND DOES SOME CERP REPORTING AND PERFORMS GENERAL MISCELLANEOUS E/C AND EMBASSY FUNCTIONS. HE IS ALSO BACK UP FOR ONE OFFICER CONSULAR SECTION.

5. THE E/C WORKLOAD IS INCREASING AND EMBASSY ANTICIPATES THIS TREND WILL CONTINUE. LIBERIA'S IMPORTS IN 1974 WERE ESTIMATED AT \$288.4 MILLION, RISING TO \$331.2 MILLION IN 1975. IMPORTS FROM THE U.S. IN 1974 WAS SOME \$82 MILLION, RISING TO \$104.2 MILLION IN 1975. THIS REPRESENTS AN INCREASE IN THE U.S. SHARE OF UNCLASSIFIED

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LIBERIA'S IMPORTS FROM 28.4 PERCENT IN 1974 TO 31.5 PERCENT IN 1975. IN FACE OF EVER-INCREASING EFFORTS ON PART OF OTHER COUNTRIES, TRADE PROMOTION ACTIVITY WILL HAVE TO BE INCREASED JUST TO MAINTAIN CURRENT MARKET SHARE. IN ADDITION, INCREASED LEVEL OF U.S. INVESTMENT (VANPLY JUST OPENED, THE \$1 BILLION WOLOGISI PROJECT IS STILL IN ACTIVE PLANNING AND OTHER PROJECTS ARE IN VARIOUS STAGES OF PLANNING AND DEVELOPMENT) AND GOL'S EMPHASIS ON LIBERIANIZATION, GREATER AND GREATER DEMANDS ARE

BEING MADE ON TIME OF E/C OFFICERS FOR PROTECTION OF U.S. INTERESTS AND REPORTING SIGNIFICANT E/C DEVELOPMENTS. THUS IN AN EXPANDING MARKET FOR U.S. GOODS AND SERVICES, E/C PERSONNEL AT EMBASSY HAVE LESS AND LESS TIME FOR ACTIVE COMMERCIAL PROMOTION.

6. THE EMBASSY SEES A SERIOUS DEFICIENCY IN OUR CURRENT COMMERCIAL EFFORTS. ACCURATE AND TIMELY MARKET SURVEYS ARE NOT BEING DONE TO BACK UP OUR OTHER TRADE PROMOTION ACTIVITIES, ALTHOUGH SPOT REPORTING IS MADE AND PARTIALLY COVERS THIS GAP. THE UNAVAILABILITY OF MANPOWER IS THE CAUSE OF THIS DEFICIENCY: AN INCREASE IN MANPOWER IS THE ONLY REMEDY. THE TIME AND EFFORT TAKEN TO RESEARCH AND PREPARE MARKET SURVEYS AND OTHER BACKUP REPORTS CAN ONLY BE MADE AT THE DIRECT EXPENSE OF OTHER TRADE PROMOTION ACTIVITIES, A MOVE WHICH WE CANNOT AFFORD TO MAKE.

7. ONLY WAY EMBASSY SEES TO SOLVE THIS PROBLEM IS TO ESTABLISH ADDITIONAL COMMERCIAL POSITION. THE EMBASSY BELIEVES THIS COULD BE FOR JUNIOR (FIRST TOUR) FSO. THIS FSO WOULD RECEIVE EXCELLENT TRAINING IN HIS:HER FIRST TOUR AS HE/SHE SHARED ROUTINE E/C WORK WITH OTHER OFFICERS. THE JUNIOR FSO WOULD NOT ONLY ACTIVELY WORK AT TRADE PROMOTION, BUT WOULD ALSO FREE THE MORE EXPERIENCED COMMERCIAL OFFICER FOR THESE ACTIVITIES AND IN EFFECT MORE THAN DOUBLE THE MAN/YEARS AVAILABLE FOR THIS ACTIVITY, MUCH OF WHICH WOULD BE THE MORE PRODUCTIVE TIME OF THE COMMERCIAL OFFICER FREED FROM ROUTINE ACTIVITIES.

8. TAKE JUNIOR OFFICER COMMERCIAL POSITION WOULD PROVIDE AN ADDED BONUS - A MULTIPLIER EFFECT - IN E/C MANPOWER USE. AT PRESENT, THE FSL SECRETARY POSITION SERVING MAINLY AS TYPIST OF ROUTINE UNCLASSIFIED, AD AS RECEPTIONIST) IS UNDER UTILIZED, PRIMARILY BECAUSE THE WRITTEN UNCLASSIFIED WORK OUTPUT OF THE COMMERCIAL OFFICER IS LIMITED AS SHOWN ABOVE. THE POSITION UNCLASSIFIED

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CANNOT BE ELIMINATED BECAUSE THE EXTRA WORK WOULD HAVE TO BE ABSORBED BY BOTH THE AMERICAN SECRETARY AND THE COMMERCIAL ASSISTANT. IN THE CASE OF THE LATTER, THE GAINS ALREADY MADE IN COMMERCIAL WORK PRODUCTION WOULD BE LOST IF THE FSL COMMERCIAL ASSISTANT WERE ENGAGED IN CLERICAL DUTIES. HOWEVER, WITH TWO OFFICERS ACTIVELY ENGAGED IN COMMERCIAL WORK, ALL PERSONNEL IN THE E/C SECTION COULD WORK AT FULL CAPACITY.

9. THE PRELIMINARY INSPECTION REPORT NOTES THE NEED FOR ADDITIONAL MANPOWER TO BE ALLOCATED TO COMMERCIAL ACTIVITIES. THE FINAL REPORT HAS NOT BEEN SUBMITTED, AND THE POST HAS THEREFORE NOT PREPARED ITS COMMENTS ON SPECIFIC RECOMMENDATIONS. HOWEVER, THE EMBASSY AGREES WITH ITS RECOMMENDATIONS ON THE NEED FOR ADDITIONAL MANPOWER DEVOTED TO COMMERCIAL WORK, AND STRONGLY FEELS THAT THE ESTABLISHING OF AN ADDITIONAL FSO COMMERCIAL

POSITION WOULD BEST MEET THIS NEED.

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